

# Performance data

Environmental performance	Metric unit	2021	2020 <sup>3</sup>	2019	Assured by DNV
<b>Carbon emissions</b>					
CO2 total	000' tons	128	173	201	
CO2 per FTE	tons	1.6	2.1	2.7	
CO2 per 100 m <sup>2</sup>	tons	1.4	1.7	2.3	
<b>Energy</b>					
Electricity total	million kWh	371	376	391	■
Electricity per FTE	kWh	4,734	4,553	5,205	
Electricity per 100 m <sup>2</sup>	kWh	3,922	3,815	4,496	
Natural gas total	million kWh	220	192	201	
Natural gas per FTE	kWh	2,807	2,331	2,676	
Natural gas per 100 m <sup>2</sup>	kWh	2,326	1,954	2,311	
<b>Waste recycled</b>					
Waste total	000' tons	441	209	496	■
Waste recycled	000' tons	367	135	332	
Waste recovered	000' tons	45	19	21	
Waste landfill	000' tons	20	34	142	
Waste hazardous	000' tons	6	21	22	
Recycling rate	per cent	83	65	67	
<b>Water</b>					
Water total	cubic meters	773,576	890,615	965,879	■
Water per 100 m <sup>2</sup>	cubic meters	8.1	9.0	11.0	
Water per FTE	cubic meters	10	11	13	
<b>Greenhouse gas (GHG) emissions</b>					
<b>Scope 1</b>					
Company cars	million tons	0.02	0.02	0.03	
Road Logistics (trucks)	million tons	0.09	0.12	0.08	
<b>Scope 2</b>					
Kuehne+Nagel offices, warehouses	million tons	0.12	0.17	0.20	
<b>Total scope 1+2</b>	million tons	0.23	0.31	0.36	
<b>Scope 3</b>					
Transport and logistics	million tons	16.40	12.90	16.60	
Business travel	million tons	0.00	0.20	1.20	
Employee commuting	million tons	0.08	0.01	0.30	
<b>Total scope 3</b>	million tons	16.50	13.20	18.10	
<b>Total company <sup>6</sup></b>	million tons	16.80	13.50	18.40	

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<b>Biofuel</b>					
Air Logistics (SAF)	liters	1,307,237	-	-	
Sea Logistics (UCOME)	metric tons	500	-	-	
<b>Average renewable energy purchased globally <sup>4</sup></b>					
Biomass energy	per cent	10	13	12	
Wind power	per cent	30	42	39	
Hydroelectric power	per cent	50	29	26	
Solar energy	per cent	10	11	14	
<b>Social performance</b>					
<b>Our employees</b>					
Number of employees		78,087	78,249	83,161	
FTEs of employees		73,516	72,021	78,448	
FTEs including temporary staff		93,288	93,238	99,113	
<b>Age structure</b>					
Under 30	per cent	22.5	21.0	23.0	
Under 30 (female)	per cent	44.7	42.2	41.4	
Under 30 (male)	per cent	55.3	57.8	58.6	
Between 30-50	per cent	58.6	58.9	56.0	
Between 30-50 (female)	per cent	39.1	36.3	35.2	
Between 30-50 (male)	per cent	60.9	63.7	64.8	
Over 50	per cent	18.9	20.2	21.0	
Over 50 (female)	per cent	31.1	27.9	27.3	
Over 50 (male)	per cent	68.9	72.1	72.7	
<b>Representation of women</b>					
Top managers (women)		16	9	9	
Top managers (men)		155	158	177	
Senior management (women)		222	228	222	
Senior management (men)		741	835	882	
<b>Gender ratio</b>					
Female	per cent	38.9	35.8	35.0	
Male	per cent	61.1	64.2	65.0	
Female (white collar)	per cent	49.6	48.3	48.1	
Male (white collar)	per cent	50.4	51.7	51.9	
Female (blue collar)	per cent	24.3	21.0	20.4	
Male (blue collar)	per cent	75.7	79.0	79.6	

Social performance	Metric unit	2021	2020 <sup>3</sup>	2019	Assured by DNV
<b>Recruiting structure – applications</b>					
White collar		749,229	391,205	308,268	
Blue collar		54,268	54,572	64,465	
Grand total		803,497	445,777	372,833	
<b>Recruiting structure – hires</b>					
White collar		10,281	4,712	7,896	
Blue collar		10,821	6,192	10,189	
Grand total		21,102	10,904	18,085	
<b>Attrition structure</b>					
White collar unwanted attrition	per cent	10.4	6.6	8.7	■
Total global white collar attrition	per cent	22.1	14.9	18.0	
<b>Training</b>					
Online training		474,989	281,509	191,884	
Live training		79,486	69,579	105,413	
Training sessions completed		554,475	351,088	297,297	
<b>Training participation</b>					
Female	per cent	52.5	49.4	45.0	
Male	per cent	47.5	50.6	55.0	
Manager	per cent	17.1	17.8	17.0	
Employee	per cent	82.9	82.2	83.0	
<b>Safety and health facts</b>					
Number of fatalities (FAT) <sup>5</sup>	headcount	1 (1)	1 (2)	1 (3)	
Lost time injury frequency (LTIF) <sup>1</sup>		10.24	10.80	13.22	■
Total reportable case frequency (TRCF) <sup>2</sup>		13.33	14.40	17.66	
Lost workday cases (LWC)		1,688	1,834	2,434	
Lost workday (LWD)		30,581	32,067	41,733	
Unsafe act/unsafe condition		44,302	36,271	43,522	

<sup>1</sup> LTIF – The number of LTI's per 1,000,000 working hours

<sup>2</sup> TRCF – The number of TRC's per 1,000,000 working hours

<sup>3</sup> Kuehne+Nagel sold a major part of its UK Contract Logistics portfolio to XPO Logistics, effective January 1, 2021.

<sup>4</sup> See page 47

<sup>5</sup> Fatality (1) is related to 3<sup>rd</sup> party accident, see page 31

<sup>6</sup> See page 40 for ISO 14064-3 certification